

OFFICER EVALUATION REPORT						SEE PRIVACY ACT STATEMENT ON DA FORM 67-9-1							
PART I - ADMINISTRATIVE DATA													
a. NAME (Last, First, Middle Initial) ZERBST, KARL H. JR.				b. SSN [REDACTED]	c. RANK MAJ	d. DATE OF RANK [REDACTED]	e. BRANCH C	f. DEBATED SPECIAL TIES 88C					
g. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HQ, 81st Regional Support Group, Fort Jackson, SC 29207-6070 (W8B002) TPU (81st RSC)						h. REASON FOR SUBMISSION 05 Annual							
i. PERIOD COVERED				j. RATED MONTHS 12	k. NONRATED CODES	l. NO. OF ENCL X	m. RATED OFFICER COPY (Check one and date)	n. PSB INITIAL	o. CMD CODE 2H	p. PSB CODE			
FROM Year Month Day 2001 12 10				THRU Year Month Day 2002 12 09		1. Given to Officer Date							
						2. Forwarded to Officer							
PART II - AUTHENTICATION (Rated officer's signature verifies officer has seen completed OER Parts I-VII and the admin data is correct)													
a. NAME OF RATER (Last, First, MI) MI [REDACTED]				b. SSN [REDACTED]	c. RANK COL	d. POSITION G3	e. SIGNATURE [REDACTED]	f. DATE 9 Dec 02					
b. NAME OF INTERMEDIATE RATER (Last, First, MI)				c. SSN	d. RANK	e. POSITION	f. SIGNATURE	g. DATE					
c. NAME OF SENIOR RATER (Last, First, MI) WI [REDACTED]				d. SSN	e. RANK COL	f. POSITION Deputy Commander	g. SIGNATURE [REDACTED]	h. DATE 9 Dec 02					
SENIOR RATER'S ORGANIZATION HQ, 81st Regional Support Group Fort Jackson, SC 29207-6070				i. BRANCH ANC		j. SENIOR RATER TELEPHONE NUMBER [REDACTED]	k. MAIL ADDRESS [REDACTED]	l. SIGNATURE OF RATED OFFICER Karl H. Zerbst	m. DATE 9 Dec 02				
				d. This is a referred report, do you wish to make comments?									
				<input type="checkbox"/> Yes, comments are attached		<input type="checkbox"/> No							
PART III - DUTY DESCRIPTION													
a. PRINCIPAL DUTY TITLE OPERATIONS OFFICER						b. POSITION AOC/BR 88C/TC							
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES. REFER TO PART IVa, DA FORM 67-9-1 Assist the DCSOPS with the supervision of a combined staff of reservists and active duty personnel that provide operations and training management supervision and support to over 42 units in the 81st Regional Support Group; assist the DCSOPS with coordinating staff planning and staff actions to maintain RSG units at the highest possible level of operational readiness; monitor the personnel management and career development of section personnel; closely monitor force development activities affecting RSG units; provide force structure advice and assistance to the DCSOPS and the command group.													
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)													
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions													
a. ARMY VALUES (Comments mandatory for all "NO" entries. Use PART Vb.)													
1. HONOR: Adherence to the Army's publicly declared code of values				X				5. RESPECT: Promotes dignity, consideration, fairness, & EO				X	
2. INTEGRITY: Possesses high personal moral standards; honest in word and				X				6. SELFLESS-SERVICE: Places Army priorities before self				X	
3. COURAGE: Manifests physical and moral bravery				X				7. DUTY: Fulfills professional, legal, and moral obligations				X	
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier												X	
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb. Comments are mandatory in													
b.1. ATTRIBUTES (Select 1)		X MENTAL Possesses desire, will, initiative, and discipline		2. PHYSICAL X NO Maintains appropriate level of physical fitness and military bearing		3. EMOTIONAL X NO Displays self-control; calm under pressure							
b.2. SKILLS (Competence) (Select 2)		X CONCEPTUAL X NO Demonstrates sound judgment, critical/creative thinking, moral reasoning		X INTERPERSONAL X NO Shows skill with people: coaching, teaching, counseling, motivating and empowering		3. TECHNICAL X NO Possesses the necessary expertise to accomplish all tasks and functions							
Skill development is part of self-development; prerequisite to action		4. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting											
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving													
INFLUENCING Method of reaching goals while operating / improving		1. COMMUNICATING X NO Displays good oral, written, and listening skills for individuals / groups		X DECISION-MAKING X NO Employs sound judgment, logical reasoning and uses resources wisely		X MOTIVATING X NO Inspires, motivates, and guides others toward mission accomplishment							
OPERATING Short-term mission accomplishment		4. PLANNING X NO Develops detailed, executable plans that are feasible, acceptable, and suitable		6. EXECUTING X NO Shows tactical proficiency, meets mission standards, and takes care of people/resources		8. ASSESSING X NO Uses after-action and evaluation tools to facilitate consistent improvement							
IMPROVING Long-term improvement in the Army its people and organizations		7. DEVELOPING X NO Invests adequate time and effort to develop individual subordinates as leaders		X BUILDING X NO Spends time and resources improving teams, groups and units; fosters ethical climate		9. LEARNING X NO Seeks self-improvement and organizational growth; envisioning, adapting and leading							
c. APFT: PASS DATE: SEP 2002 HEIGHT: [REDACTED] WEIGHT: [REDACTED] YES													
d. JUNIOR OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s													
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED?													
YES NO X													

NAME ZERBST, KARL H. JR.		SSN [REDACTED]	PERIOD COVERED 0011210 - 20021209
PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)			
a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION			
<input checked="" type="checkbox"/> OUTSTANDING PERFORMANCE, MUST PROMOTE <input type="checkbox"/> SATISFACTORY PERFORMANCE, PROMOTE <input type="checkbox"/> UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain)			
b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND c DA FORM 67-9-1. MAJ Karl Zerbst is an outstanding officer with unlimited potential. Since his assignment to the 81st Regional Support Group, Operations Section he has held ever increasing positions of responsibility. MAJ Zerbst was instrumental in planning and hosting the first ever dual change of command for two major commands. As chief of training he oversaw G3 operations during the absence of full-time personnel and ensured readiness and mobilization was kept at the levels within the command. As a testament to his professionalism and initiatives he was tasked to develop and improve mobilization preparedness during the command inspections program. MAJ Zerbst maintains a flawless military appearance and sets standards for others to follow. He should be promoted immediately and selected for O5 command.			
c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. MAJ Zerbst possesses superb interpersonal skills and the ability to resolve conflicts. His abilities should be used in future military assignments.			
PART VI - INTERMEDIATE RATER			
PART VII - SENIOR RATER			
a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE			
<input checked="" type="checkbox"/> BEST QUALIFIED <input type="checkbox"/> FULLY QUALIFIED <input type="checkbox"/> DO NOT PROMOTE <input type="checkbox"/> OTHER (Explain below)			
b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)		I currently senior rate <u>10</u> officer(s) in this grade A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO (Explain in c)	
<input type="checkbox"/> ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)		c. COMMENT ON PERFORMANCE/POTENTIAL MAJ Zerbst is a professional officer of the highest caliber. He has the potential for command and should be promoted and selected for Battalion Command. Retain in the USAR.	
<input checked="" type="checkbox"/> CENTER OF MASS			
<input type="checkbox"/> BELOW CENTER OF MASS RETAIN			
<input type="checkbox"/> BELOW CENTER OF MASS DO NOT RETAIN			
d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY CPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. Unlimited potential, select for senior schooling, brigade operations or any other position leading to command			